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DDA 76-2703

28 May 1976

MEMORANDUM FOR: Director of Central Intelligence

FROM : John F. Blake
Deputy Director for Administration

SUBJECT : DDA Publication Entitled "DDA Exchange"

1. In April of this year, the Directorate of Administration launched a new publication (and endeavor) entitled "DDA Exchange". A copy of the first issue is attached for your perusal (Attachment A).

2. The purpose of the publication is well defined on its title sheet:

"A publication designed to furnish a medium for the exchange of ideas, concepts, information, and techniques that are of common interest to the personnel who are engaged in resource management in the Directorate of Administration."

3. It is hoped to issue this publication on a quarterly basis. Accordingly, we are giving thought to the contents of our next edition to be published in July. We would be most pleased to have what amounts to the editorial column called "Comment", contain an article by you. Realizing the demands on your time, we have been sufficiently presumptuous to have had written such an article for your signature. We also sought out an individual whom we believe is aware of both your ideas and writing style, and [redacted] has produced a brief article which we believe ideally suits our purpose. Attachment B contains the draft article and, if you would be good enough to associate yourself with it, it will appear over your name in the July issue.

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John F. Blake

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240 words
13/4 columns
1 page

Draft of "Guest Column" for DDA Exchange Magazine

It is a real pleasure for me to write a few words for "Exchange." I am deeply committed to the premise that we in the Agency must have better communication with one another. I believe that innovative approaches such as this magazine are just the sort of thing that we need to stimulate discussion and provide a sounding board for new ideas.

In the months since I became Director, I have been continually impressed with the quality of the people in this Agency. There is a great willingness to think about new ways to do things; to try new approaches. Flexibility and imagination have always been the hallmarks of the Agency, and I hope all of you will join me in ensuring that we continue to go forward with the same spirit of dedication.

I have had some opportunity to travel around the country as Director, and I have everywhere found a great reservoir of support for the Agency. The American people do understand the need for intelligence, and they realize how difficult and demanding our task is. I am very proud to be part of the Agency and very happy to be working with you.

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/s/ John F. Blake

John F. Blake

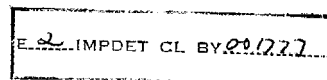
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Att #2 - Draft Article

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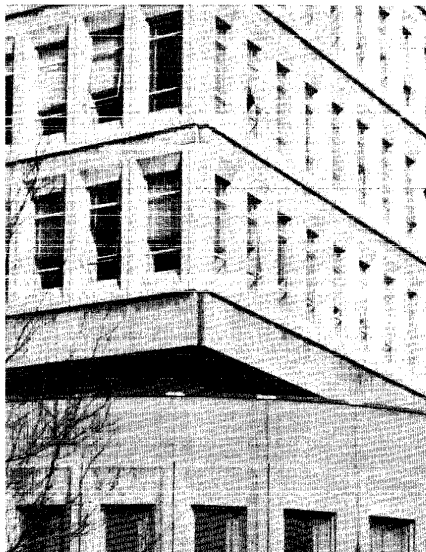
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comment



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A brief comment might be in order to launch this periodical on what is hoped will be a long and productive life. I think it is important to know that a great deal of thought went into naming the publication. Webster's *Unabridged Dictionary* provides a variety of definitions for the word, "exchange," but the one most appropriate for this issue is "reciprocal giving and receiving." This describes pretty much the elusive goal of communications.

If there is one concept that pervades our thinking, it is how to communicate better—how to get information spread throughout the Directorate—both up and down, and sideways. This process it seems to me must be reciprocal—must involve give and take—in a word, "exchange."

Over the years many schemes or systems have been used to facilitate communications. Some have been good, some not so good. I'm not sure any have withstood the test of time. We hope EXCHANGE will, and will serve a most useful purpose in helping to pass the word. It is not the only vehicle,

but hopefully it will be one of the most useful and most sought after.

It seems clear to me that the essence of the definition "exchange" is vital to the success of this publication—reciprocal giving and receiving. No magazine or journal can be successful without the enthusiastic (and knowledgeable) effort of its contributors. The articles which you provide, must be well written, well thought out, of interest to a rather broad audience and must bear a stamp of enthusiasm. Without it, the idea is doomed to failure. With it, we hope to have EXCHANGE become a sought after, informative document. The strength of your contributions will directly and in equal proportion affect the value which you will receive from the publication.

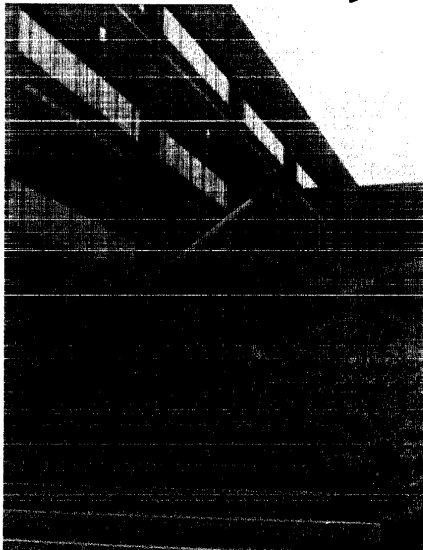
We have high hopes for EXCHANGE and we expect our DDA readership to "give and to receive reciprocally."

John F. Blake
Deputy Director of Administration

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vol. 1, no. 1



Today in the Directorate of Administration the psychologist edits his study on terrorist behavior; the recruiter interviews job applicants at the University of California; the auditor approves a claim for payment under a classified, multi-million dollar research contract; the security escort shepherds the DCI to the Hill; the courier rushes the just-off-the-press National Intelligence Daily to the White House; the instructor unveils the mystery of Swahili verbs to his students; the communicator selects an alternate route because the Atlantic satellite has a problem; the operator instructs the computer to plot the trajectory of a Russian test missile; and the coordinator denies a citizen all files on the Bay of Pigs. The daily operations within our Directorate are diverse and, superficially, bear little resemblance to one another. However, we share a common responsibility for administration of Agency-wide programs and providing effective and economical management of resources. In these areas we strive toward similar goals and wrestle with like problems.

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Communicating is at best a difficult process. It is a special challenge to the DDA with our heterogeneous organizations, physical dispersion, and disparate interests. The DDA Planning Team, an informal organization of representatives from each of the offices, that is committed to improving communications, is sponsoring EXCHANGE—"A publication designed to furnish a medium for the exchange of ideas, concepts, information, and techniques that are of common interest to the personnel who are engaged in resource management in the Directorate of Administration."

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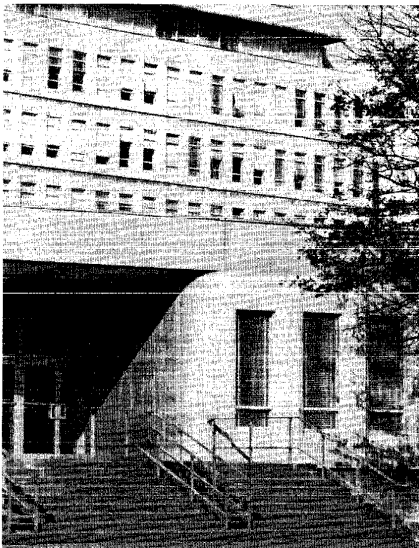
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forum



The forum in ancient Rome was the place to discuss matters of public interest. The forum here is a place to discuss matters of common interest to DDA resource managers.

SECURITY	7
Personnel Protection Program	
PERSONNEL	8
The Projection of Age Distribution Model	
FINANCE	11
Financial Management in Four Easy Lessons	
MEDICAL SERVICES	13
Communications—Key to Organizational Effectiveness	
LOGISTICS	14
SLUC—A Break with Tradition	
TRAINING	18
Center for the Study of Intelligence	
COMMUNICATIONS	20
SKYLINK—Communicating Via Satellite	
COMPUTER SUPPORT	23
Computer Terminals	

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security

PERSONNEL PROTECTION PROGRAM

The people who killed Richard Welch on 23 December 1975 in front of his home in Athens belong to a not-too-exclusive and ever growing club. They go by the name of "terrorists." Terror is their game. Terror is their product. And they have been moving their product at an awesome rate.

Since January 1968, 65 members of the American official community in 16 foreign countries have been either attacked, kidnapped, held for ransom and/or killed. Those attacked or killed include nine officers of ambassadorial rank. Concern for the safety of American officials abroad reached a peak when Ambassador Noel and DCM Moore were assassinated in March 1973 in Khartoum, Sudan. The kidnappings and killings have continued. The recent murder of an Iranian by dissident elements in Tehran was later discovered to be an error: the intended victim was an Agency officer. That

murder and the assassination of Richard Welch emphasize that Agency personnel are now being specifically targetted for assassination. These murders, coupled with the continued public identification of CIA personnel, are considered sufficient to warrant a concerted effort on the part of the Agency, and OS in particular, to run a program to provide Agency personnel with training and guidance to counter the threat to themselves and their dependents.

For many years, OS has, of course, routinely addressed the problem of protecting Agency installations overseas. In recent years, greater emphasis has been directed toward protecting Agency personnel against terrorist attacks. A training program is now offered to all personnel departing for overseas which deals with safety in the residence. Where the terrorist threat has been extreme special teams have been sent to installations to provide advice and guidance on personnel protection. Such visits have been made to [redacted]

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The current terrorist threat appears to pervade all phases of the overseas environment. This thrust and the increased tempo have caused OS to undertake a program to address the problem on a priority basis in all of its facets. The result is that OS is now dispatching two-man teams on a world-wide basis to visit Agency residences, to counsel personnel, to study personnel habit patterns which might play into the hands of terrorists. Eight such teams were in the field as of 1 April. The program has been welcomed with considerable enthusiasm by those stations visited thus far.

OS

personnel

THE PROJECTION OF AGE DISTRIBUTION MODEL

The Office of Personnel periodically analyzes on-duty professional personnel to determine the age distribution of the

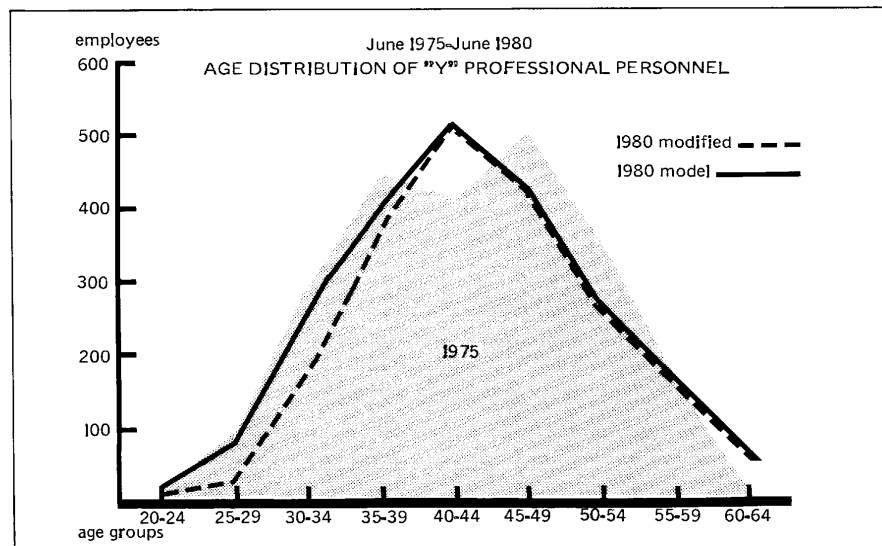
professional population. Frequently, the analysis has involved some tedious hand counts and computations. During the past year, however, a computer-based model programed in the Dynamo language has been used to facilitate the analysis.

The System Dynamic methodology was used to design the model. It is based on the assumption that there is a relationship between the number of persons in an age group and the number of persons who flow in and out of that age group as a result of aging, accessions and separations.

The model was used first to project the effect of several different management policies on the age distribution of the on-duty professional personnel. For example, OP wanted to find out what the impact would be if a particular directorate hired various numbers of professionals. The managers in that directorate were considering three alternatives they could follow between 1 July 75 and 30 June 80:

hire 50 in FY 76 and 70 each year thereafter;

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hire 50 in FY 76 and 125 each year thereafter; or
hire 125 each year.

OP was able to provide them with the information which helped them to identify a desirable option, given objectives and constraints.

The model was used again to project what the age distribution of professional personnel on-duty at the end of FY 75 would be in FY 80. This model profile was compared with a modified profile which had been projected to show the age distribution under a policy that would not permit the hiring of professionals 34 years old or younger during a five-year period. Again, OP was able to provide management with information which they needed to consider in balancing the immediate or short-range problem of being over strength with the more long-range requirement to have qualified personnel to meet manpower needs at the managerial level. See chart, page 9.

Many personnel policies can affect future age distributions in the Agency. Consequently, it is useful for the manager to have a model that can simulate the effects of various alternate policies and thus facilitate the choice of preferred policies. The System Dynamic methodology provides an excellent vehicle on which models for the testing of policies can be built. The current model is an example of this method and is capable of further development once we have a better understanding of the causal relationships affecting separations and accessions.

This model is an important member of a family of analytic tools that can assist managers to make personnel management decisions.

 OP

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finance

FINANCIAL MANAGEMENT IN FOUR EASY LESSONS

Of major importance in the list of Agency resources which must be managed at multiple levels is money. Here, as with so many other resources, the Agency manager is frequently called upon to do more with less. The management of this resource—financial management—has been undergoing rapid change under the impact of both the resource squeeze and the growing influence of the computer. These changes make it imperative that managerial personnel at all levels understand as well as possible the philosophy and practice of financial management in the Agency today.

In recent years a major effort has been made to supplement or replace existing courses in budget and accounting techniques with training in financial management to broaden understanding of the financial process and facilitate communications

between the finance professional and Agency managers. The result has been the Agency Financial Management Training Program, now eighteen months old.

The objectives of this four course program are aimed at two groups of people. The first is those involved in the day-to-day compilation and processing of financial data. For this group, the program is designed to impart the philosophy of the Agency's financial management system, and the procedures and techniques used in maintaining its financial management information data base. For the second group, the decision makers and managers, the program is intended to instruct as to how the Agency's financial management information data base can be used in planning, controlling and evaluating the use of resources, and how to communicate with and make most effective use of the available financial expertise.

The program consists of four courses, all but one of three days length, which may be taken as individual units or sequentially. The first is *Survey of Financial Management*, an

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overview of the Agency's financial objectives; the system philosophy, structure cycle and components; and the types of decision making data it provides. Of particular interest in this course is the opportunity to hear and question a number of senior executives responsible for Agency level financial management. This course serves as an introduction to the entire topic, which is developed in more detail in the remaining three courses. Many managers, especially at senior levels, find this "Survey" course alone sufficient for their needs.

The second course, *Fundamentals of Budgeting*, provides six days of instruction in the techniques used in formulating the Agency budget and the automated processing of budget data. This course is followed by *Accounting Control*, concerned with the Agency's general accounting system including its statutory and managerial requirements; the accounts structure; allotment, obligation and expenditure processes. The series is logically wrapped up with *Applied Financial Management*, designed primarily for managers to give in-

struction on data interpretation and evaluation, and how to use the financial system for managerial planning and control purposes.

This series of courses provides the Finance careerist with a valuable overview, or review, of the major elements of his professional field within the Agency. The program is not, however, intended primarily for the Finance careerist. During its first 18 months, 202 persons have taken the "Survey" course. Barely 20% of these have been Finance careerists. The remaining students have been divided almost equally between other DDA components and other directorates, with grades covering a broad spectrum peaking in the super-grade level. About 40% of the "Survey" students have treated that course as an introduction, and proceeded to take one or all of the more detailed courses which follow.

Additional information on these courses is available from the OTR Catalog of Courses, or by calling the Management and Administrative Training Branch/OTR on exten-

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sion 3821. Since there have been some changes in the schedule shown in the OTR Catalog, the schedule for the next complete cycle of the Financial Management Training Program is given here:

Survey of Financial Management
21-23 September 1976
Fundamentals of Budgeting
4-8 and 15 October 1976
Accounting Control
19-21 October 1976
Applied Financial Management
27-29 October 1976

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OF

medical services

COMMUNICATIONS—KEY TO ORGANIZATIONAL EFFECTIVENESS

Organizations, whether industrial, religious, academic or governmental are social systems. While the motivating force

for the existence of the organizational social system is the attainment of its goal or objective, that is, marketing its product, the glue which holds the social system together is communication. Where communication is marginal the social system functions at less than an optimum level; where it is poor or non-existent the social system will not survive; where good or excellent a cohesiveness and unity of purpose will exist in the organization.

Implicit in the term communication for behavioral scientists and students of organizations in general is an understanding that it is a two-way process. We often hear managers comment "I wonder if the people who work for me are getting the word?" The immediate reaction of most behavioral scientists would be, "Are you getting the word from your subordinates?"

The most effective means of improving any product or function is to receive feedback from consumers. This holds for the production of goods, intelligence reporting, employee counseling, or management of a

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13

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group. In any well-functioning social system this two-way communication, which includes feedback, will flow freely.

How is a manager to know if this communication process is functioning effectively in his group? A short self-test may be very indicative. As a manager ask yourself how the people who work for you feel about the following issues: Supervision, importance of the work, production efficiency, utilization of employees' skills and abilities, opportunities for advancement and growth, functioning of personnel management systems, working conditions, and also communications.

If you do not have a fairly accurate understanding of how most of your subordinates view at least five of these areas, your communications system is at best marginal and probably poor. If you do have a good understanding and many of these are viewed negatively then you are not using the communications feedback process to best advantage for improving your operation. If you have a good understanding and most of these issues are viewed favorably then you

probably have an effective, smoothly functioning operation with relatively minor organizational problems. How did you score?!

OMS

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logistics

SLUC—A BREAK WITH TRADITION

Since this is the Bicentennial year in which the anniversary of a revolution will be commemorated, it might be in keeping with the times to recall a recent one of sorts that has been experienced by all Government agencies—revolutionary in the sense that there was a break with tradition.

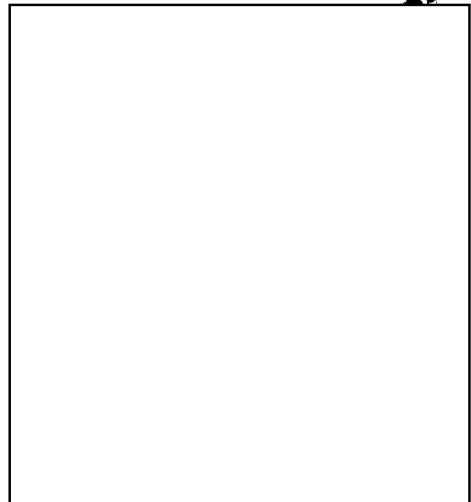
Traditionally, it had been the responsibility of the General Services Administration not only to fulfill the space requirements of all agencies, but to fund the space from its own appropriation. On 16 June 1972, this funding arrangement came to an end with the enact-

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ment by Congress of PL-92-313, Amendment of the Public Buildings Act of 1959. The law requires and authorizes GSA to assess all Government agencies occupying GSA-operated buildings a Standard Level User Charge (SLUC) for space and services—the rental rates so charged are established by GSA with OMB approval and approximate prevailing commercial rates for like space and services. The proceeds from this assessment are to be deposited into a Federal building fund from which withdrawals can be made to finance new Federal building construction and the upgrading of existing Federal buildings.

Two years after the passage of PL-92-313, GSA submitted the first SLUC billings for FY 1975, resulting in intensified efforts to reconcile the difference between GSA and CIA space assignment data. The SLUC payment for the Agency for that fiscal period amounted to a total 14 million dollars which was paid to GSA. As a result of GSA's subsequent refinements and improvements to the SLUC program and the use of a more accurate assignment data base, there was an



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increase in the cost of the Agency's space from 14 million in FY 1975 to an estimated 17 million in FY 1976. For FY 1977, it is estimated that the Agency's space cost will be increased to 19 million due in most part to the Government's accepted projection of a six percent rise in the rate of inflation. Although the SLUC program has not attained its primary goal of establishing a new construction fund, it certainly has made managers aware of space costs and the need for better space management and utilization.

The Real Estate and Construction Division-OL has been given the migraine-inducing task of preparing the SLUC budget; reviewing the SLUC billings for accuracy in assignments, square footage figures, and overall costs. You, the Agency managers of this space, can help lighten this task by your timely advice to RECD of your individual requirements for new space and the prompt disposal of space no longer required.

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training

CENTER FOR THE STUDY OF INTELLIGENCE

The past year has witnessed the experimental development within the DDA of a radically new Agency concept, authorized by the Management Committee, and aimed at the advancement of Agency professionalism. Within OTR, the Center for the Study of Intelligence has been established as a kind of Agency "think tank" designed to research and discuss issues and problems involving the basic processes and functions of intelligence including collection, production and support. The basic objective of the research and discussion is to contribute to the expanding professional literature of intelligence. The Center hopefully will contribute to the description and clarification of existing intelligence processes, and will serve as one focal point for the articulation of suggested change.

The first of the Center products, a study of *CIA Intelligence Support for Foreign and National Security Policy Making* was distributed within the Agency in January and has stimulated considerable discussion and debate on this important intelligence process. The study was produced over a nine-month period by a three-man team of "research fellows" working on full-time detail from their parent offices. Under the Center concept, all research studies will be produced by such fellows—volunteer intelligence officers from across the Agency assigned full time to the Center for the duration of a specific study. The permanent staff at the Center consists of a research director to give continuity and detailed guidance to the program and a small support element. With the assistance of the DDA, a Board of Advisors, consisting of ten senior Agency officials was organized to set overall policy for the Center and to assist in its development. The Board is chaired by the ADDA.

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At present, work is well along at the Center on team studies of the CIA field station of the future and on an examination of the impact of compartmentation in the Agency. Officers from the DDO, DDA and DDI are participating. Planning is under way for a study of the CIA estimative intelligence process. It is envisioned that about ten fellows will be working at the Center at any one time. Several additional fellows will be needed for new projects during 1976. Nominations for projects and personnel for the Center are being solicited from interested individual officers and from Agency components.

A series of group discussions, seminars, and conferences among Agency officers on professional intelligence issues is also being sponsored by the Center. So far, these have mainly concentrated on issues associated with intelligence analysis, including its multidisciplinary aspects. Day-long conferences on such processes as intelligence requirements are currently being planned.

At the end of its first year, the concept of the intelligence study center certainly seems promising enough to initiate a second round of research and discussion projects in 1976. Its success will hinge ultimately on its value to the Agency at large as judged by the response to its product and activities. This response in turn will depend upon the relevance and utility to the Agency of Center activities and on the caliber and interest of the fellows attracted to the Center.

[] OTR

EDITORIAL COMMENT

The DDA Representative is Mr. []

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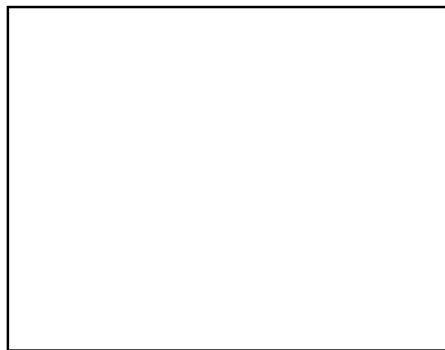
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computer support

COMPUTER TERMINALS

There is a heavy demand from computer service users for computer terminals. This article provides some insight into this demand and its impact. A few measures are

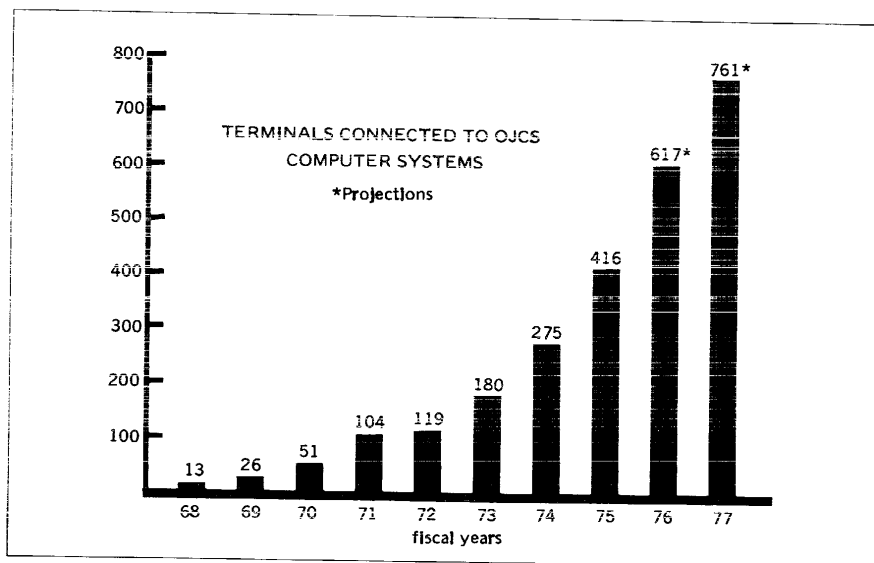
suggested that would conserve ADP resources and provide some improvement in services to terminal users.

Early Uses of Computer Terminals

Computer terminals were first used on OJCS computer systems in 1967. By November 1968, some indication of the potential growth in the demand for terminals could be seen. Some of the first uses of terminals were for system and program development in OJCS, name searches in OS, and scientific intelligence problems in OEL and OWI. Installation of terminals required arranging for physical security in the user's office and running data communication lines from the computer to the terminal. In OJCS, the pressures were on development of software and installation of additional computer equipment to support new applications and greater numbers of terminals.

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The Current Situation

Today it is difficult to find some major component of the Agency that is not using a computer terminal. Hundreds of employees have passwords which permit them to gain access to computers and some portion of the data stored or processed in these computers. Some terminals permit the user to participate in rather structured computer applications such as the Financial Resources System and the name searching system in the Office of Security. Other users have a wide range of computer processing capability at their fingertips and the nature of the process that can be performed is limited largely by the imagination of the user.

Over 400 computer terminals were connected to OJCS computers as of the end of FY 1975. By the end of FY 1977, the total number of terminals will probably reach over 750. Apart from this, a major new system in the DDI could lead to a requirement for over 1000 additional terminals in the next few years.

The funding for computer terminals is significant. Most terminals are purchased. The cost generally ranges from \$4000 to \$6500, depending upon the specifications. But the cost of the terminal is only the "tip of the iceberg." Other costs are involved for the programming of new applications, installation of the terminals, data communications lines, and the additional computer equipment that is required to support the new applications.

OJCS is making every effort to keep pace with the demand for computer terminals and to provide reliable computer systems to support these terminals, but this is not easy to do.

David Hebditch, an independent data processing consultant writing for the November 1975 issue of *Datamation*, cites (somewhat facetiously, but nonetheless true) a few of the problems in his article, "The Ten Laws of Teleprocessing." In one of these laws he states:

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"Successful online systems expand until they become unworkable. The more successful an online system is, the more it will be taken advantage of by users, and the pressure will then be on the data processing department to incorporate additional facilities and new applications."

Mr. Hebditch also points out the need for stable online systems, the impact on users when system outages occur, and the high cost for improving system availability.

The point to underscore here is that there are going to be system outages with online systems, particularly when redundancy in the system cannot be justified because of cost or other factors. However, improved availability can be gained by limiting changes in the system to those that will improve stability of the system. Every change to introduce a new capability for the user adds to the complexity of the system and poses a threat to stability previously gained.

What can the user do to conserve ADP resources associated with computer terminals and at the same time reduce some of the pressures on computer systems that reduce the quality of service? Here are a few suggestions:

1. Sharing Computer Terminals. The cost of terminals is such that we must consider more than the convenience factor when installing terminals in a particular location for a user. Consideration should be given to the possibility of sharing terminals among users located in adjacent areas. Schedules could be arranged so that two or more users can handle their requirements through a common terminal.

2. Online vs. Batch Service. While recognizing the advantages of online processing for many applications, it should also be recognized that many applications can be handled as effectively with batch service. Indeed, certain functions for online applications can be handled in a batch mode during off peak periods to reduce the load of the online system during prime periods.

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3. New Facilities vs. System Stability. Some online systems have a large user population. The larger this population, the more likely there will be requests for changes in the system to provide additional user facilities. The office of primary concern for the data base processed by the system should weigh such requests carefully before submitting them to OJCS, particularly if the current stability of the system is less than satisfactory.

25X1A 4. Training. Operators of computer terminals should receive training in the fundamentals of computer terminal operations and special training, as necessary, for the online applications they may be using. [redacted]
25X1A [redacted] may be contacted to arrange such training.

5. Reporting Trouble. There are many components or links in a complex online system. When problems or system failures are encountered, they may be traced to major components in the central computer, data communications between the terminal and the computer, terminals, power failures,

invalid data, application programs, operating system software, computer operators, users, and other causes. Often-times OJCS must resort to a lengthy process of elimination before the precise cause of the failure can be identified and corrected. This process may involve several divisions in OJCS, but the User Support Division has primary responsibility for receiving, coordinating, and responding to any system problems that users encounter. Users should call extension 4101 to report problems.

The Future

There is no clear indication that the demand for computer terminals will level off in the near future. Until this happens, we can expect to see continuing increases in the Agency's ADP programs and budgets.

[redacted] OJCS

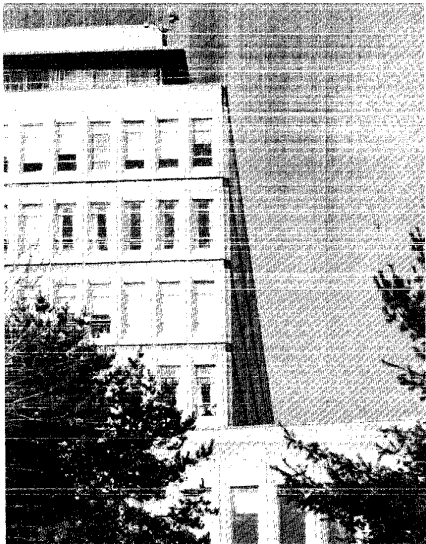
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definition



"MG" IS MORE THAN A CAR

The MG Career Service subgroup is comprised of three categories of personnel—generalists, specialists, and administrative/clericals. The specialists and administrative/clericals work on the various O-DDA staffs. The generalist category consists of a corps of Support Officers who serve primarily in overseas positions. They also serve in the other Directorates at Headquarters and on rotational tours in DDA staffs.

Personnel reductions both overseas and at Headquarters have resulted in the dwindling of Support Officer positions, especially at the higher grade levels. The support group at these locations can no longer afford to have a Support Officer, a Logistics Officer, a Security Officer, a Finance Officer, etc. The requirement must be met by one or two individuals who are trained in all of these fields.

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In June 1975 the DDA management decided that no additional generalists would be added to the MG service. Through natural attrition the generalist category would be eliminated and officers from the other DDA subgroups (ML, MS, MF, etc.) would be cross-trained to meet Support Officer requirements. The Directorate established the DDA Personnel Panel which meets biweekly and considers nominees from other DDA subgroups for the purpose of staffing support vacancies which cannot be filled by MG generalists. The Panel is comprised of the Career Management Officer from each DDA subgroup. The major responsibilities of the Panel are to staff lower graded MG positions for which no MG officer is available, to transfer DDA officers on an intra-directorate basis for purpose of career development, and to provide mechanisms for placement of employees who become excess to the needs of their subgroup.

This system seems to be working extremely well. The Panel has had excellent nominees from which to select highly qualified individuals for the support officer vacancies. It is emphasized, however, that until attrition depletes the MG generalist subgroup, an aggressive and dynamic service will continue to operate.

CMO-DDA

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MBO- ALIVE AND REASONABLY WELL IN THE DDA

"What is the major benefit of the DDA Management by Objectives Program?"

This is the question I'm most frequently asked as I speak to individuals and groups on the DDA MBO system. It would be easy to parrot the textbook answers—increased emphasis on planning, better understanding of what is required, and so forth. Upon reflection, though, I would have to say I think the number one plus is improved TWO-WAY communication.

Why does it take MBO to improve communication? Probably because most of us aren't very good at communicating. Even the best intentioned of us fails to pass on an item for one reason or another—the phone is busy, or the individual is out of the office or some other reason. Since most of us are busy people the connection may never be made.

The DDA selective MBO process acknowledges that the great bulk of activities in any Office is justified through traditional budget processes and monitored in traditional ways. Information on these activities flows upward on an exception basis—if something significant has happened, it will be reported probably at a staff meeting or by specific visit or telephone call. In contrast and under the MBO system, those activities are tracked which are other than routine. And while information on these projects occasionally flows to the top, it is generally only in the framework of the bi-monthly MBO sessions between the DDA and an Office Director that truly meaningful and substantive dialogue takes place. The review of specific Office objectives often leads to discussions of related areas, particularly if there is a need for juggling resources to accomplish a given task.

I am also occasionally asked what is the most common complaint about the Directorate MBO Program. To answer this I would have to say it's a tossup between "uneven management support" and "no

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MBO link with personal objectives." In the case of the latter, this comment usually comes from someone who has had exposure to MBO theory, the essence of which is participation, and particularly motivation of individuals through focusing on personal/professional goals. What most people seem to mean by the reference to what I call "uneven management support" is that the MBO process below the Directorate level varies so considerably in form and substance from Office to Office and even from Division to Division.

From my sampling of public sector MBO programs, I believe our DDA selective system to be an effective and practical one. I acknowledge that there are things we need to do to improve it. We need to thoroughly examine our Office missions to see if we have identified innovative, problem-solving, or management improvement areas to be included in the MBO process. We need to write better, results-oriented objectives. And we need to revitalize the LOI program to insure that, as closely as possible, we make it become the motivational force and link to

MBO that it probably should be.

One of my instructors at an MBO course said, "MBO does not succeed; men *may* succeed using the MBO process." I believe that with a continuing emphasis on educating the Directorate on how our MBO system works and at the same time addressing its problems, we can truly make progress toward increasing the efficiency of our administrative support to the Agency.

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EDITORIAL COMMENT

For Description of MBO in Directorate, see *Management by Objectives in the Directorate of Administration* dated 1 March 1976.

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31

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not
We have / always done it this way.

training

TRANSCRIPTION AND PROCESSING (TAP)

On 5 August 1975, Transcription and Processing—OTR's Word Processing Center, popularly known as TAP—celebrated its first full year of operation. Evolving from a 1973 task force study of OTR's clerical efficiency, TAP has implemented a new dictating and typing technology in office equipment, procedures, and skills. Adapting this technology to OTR's varied requirements has been a challenge. This change from traditional office habits to progressive communication techniques is a start in using the ultimate potential of our most important resource—people. Word

processing requires people—properly chosen, trained, and motivated—to function effectively. Although TAP uses sophisticated word processing equipment, the machines cannot replace people; they can only enlarge an individual's ability to do superior work.

It is estimated that TAP's staff of seven produce up to 75 percent of OTR's typing output. The production level has resulted from the MagCard II's capability to multiply the effectiveness and the versatility of its operator with the centralized typing concept of word processing. While developing an expertise on the MagCard II and becoming a part of a team effort, staff members maintain their individuality through a diverse work load. TAP's staff of seven—five word processing specialists, a proofreader/assistant manager, and a manager—range in grade from GS-05 to GS-08.

TAP's paperflow incorporates all aspects of office communications and involves correspondence with all echelons of the Agency hierarchy from Branch Chiefs to the Director. Input is submitted by way of longhand, typed

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or printed copy, dictation on magnetic belts, or any combination of these. Serving such a diverse group of personnel and requirements is stimulating and affords the TAP staff an overview of Agency activities seldom enjoyed by any one group of employees.

During the past few months, TAP has completed some unique and interesting projects, e.g., a special 400-page paper for publication in the *Federal Register* for the DDA, an extensive Chinese language project for the Language Learning Center, OTR/Information Science Center's recently published *System Dynamics Primer*, and [redacted] history, *Donovan and the CIA*. The quality of TAP's product has inspired confidence in itself and in its users.

communications

AUTOMATING A MOUNTAIN OF PAPER

The Cable Dissemination System (CDS) is designed to automate the dissemination of cables in the Headquarters building. The system is in the final stages of development and testing at the contractor's facility in Dallas, Texas, and will require several months of on-site testing prior to system activation.

Basically, the CDS system electrically receives messages addressed to Headquarters, and through a specially designed software program it validates the message as being prepared in the correct format, determines the dissemination based on originator, addressees, slugs and textual content and displays the message to one of ten Visual Display Units (VDU's) for analyst action. The analyst can then alter the machine-assigned dissemination or release the message for print with the machine-assigned dissemination. Message

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references are automatically displayed to the analyst to assist in the determination of the dissemination, and the message can be internally routed to other analysts or the Cable Duty Officer for action required.

CDS is designed to incorporate all categories of traffic into a central dissemination point. With the activation of CDS, the Cable Secretariat will assume dissemination responsibility for Special Intelligence and Special Designee traffic in addition to the normal, Staff, State and Military traffic.

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DDA PLANNING TEAM

30 January 1976. On this date Mr. Bush assumed the leadership of CIA. On this date the DDA Planning Team concluded its "constitutional convention."

The DDA Planning Team is an innovation in a directorate that has "always" communicated along its functional office lines. The DDA Planning Team is an informal organization to facilitate communications across these office lines. The membership consists of the three senior officers who provide staff support to each of the Office directors in resource management—i.e., plans, budget, and personnel.

Historically communications among this group have been spotty and frequently the result of chance. Organization into the DDA Planning Team is intended to keep the staffs better and more systematically informed of developments pertaining to management of resources in other Offices, the Directorate, and the Agency. Better information results in ability to provide better support to the Office and the Directorate.

The initial meeting of the group was held at [] 28-30 January. The theme was participatory communications. All conferees actively participated in formal presentations and in the study groups. Each of the Office planning teams, representatives from the O-DDA staffs, and the A-DDA spoke to the conferees.

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The [] conference served as a base point of departure. It provided the milieu for members to become acquainted with one another and to learn something about the operations and activities of the other Offices. In these essential and fundamental aspects it achieved its immediate objective.

The DDA Planning Team will hold periodic meetings. At this stage of evolution we anticipate quarterly symposiums with responsibility for program and chairmanship rotated among the Offices. The DDA Planning Team is also sponsoring publication of EXCHANGE for its membership and for Directorate resource managers. Each Office planning team has named a senior editor as the focal point for Office participation in this publication effort.

Progress to date is marked by creation of the form. We must now address and refine the substance. The first issue of EXCHANGE has been published and points the way to the next issue scheduled for July. The Program Committee, consisting of the OS, OTR, and OP Office planning teams, has met for initial (and lively) discussion about the DDA Planning Team symposium scheduled for May.

As with all newborns, the future is not entirely clear, but anticipation is high for a useful and meaningful life.

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37

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Approved For Release 2002/05/02 : CIA-RDP79-00498A000600030001-1

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about dda

FOIA IN CIA

The Freedom of Information Act appeared on our horizon in late 1974 like a cloud no bigger than your hand. The Act wasn't new—it passed in its original form in 1966, and the present version wasn't approved until February 1975—and at first we thought it would either vanish or blow over. Neither we nor the general public could quite believe that "the files" were going to be opened up. As late as January 1975 we were getting no more than four or five requests a day, mostly from professional scholars. But then the Act was approved, the TV hearings began, and the American Civil Liberties Union, getting into the spirit of the thing, published a form-letter request, complete with instructions. That was when the cloud spread and the rain began.

By March, requests were up to 25 a day; by May, 30; and by mid-July, 100, faster than

Mail folding & inserting machine.



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they could be logged in. A hastily assembled staff was improvising procedures on the spot.

Neither the well-meaning authors of the Act nor the public seem to have any idea how a multimillion-name records system works. The law requires that we produce whatever information is requested within ten days, or else. The requester, who thinks that we have been squirreling away information about him for years in a little folder, is surprised that we are allowed that long. Actually, our records systems have proved surprisingly effective. Even so, how would you answer these within the ten day limit?

"I understand you have a list of 10,000 Americans that you keep under surveillance. I believe I am on your list. Send me a copy."

"I already told you my name and where I live. Don't you keep your files in alphabetical order?"

"Please provide background historical materials on the CIA, together with biographies and photographs of all Directors of CIA."

"I want all documents relating to possible means of controlling human behavior."

Most of our requesters are private citizens. Many are antiwar activists who are disappointed to find that protesting the Vietnam War doesn't guarantee you a spot in our files. A fair number of people who worked for losing political parties in the last presidential election are convinced that "we were keeping track." Morton Halperin writes frequently from the Project on National Security and Civil Liberties. The American Indian Movement wants information on agent provocateurs and infiltrators. Entertainers want to know if we have been following them. NORMAL (National Organization for the Reform of Marijuana Laws) and "the boys from the Gay Activists Alliance" have sent requests. A good many letters come from

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41

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Leavenworth and similar institutions, from people who are sure we helped put them there. Scholars are finding us a mine that can be profitably worked, and newsmen are sharpening their skills at devising questions. One west coast entrepreneur will even handle your FOIA request for you, at \$15 per Agency, and he seems to have plenty of customers.

All requests get equal consideration. Each is logged in, assigned to a case officer, reproduced in seven copies and fanned out to Security, Personnel, Central Reference Service, and the DDO. If one or more of these makes a hit, the search spreads even further. Every document must be reviewed, sometimes by more than one office, before it can be released. This takes time, and the staff has a nightmarish feeling of sinking deeper and deeper into old cases, while stacks of new ones build up around them. Last August we were 2,600 cases behind; by Christmas we were down to 1,500. By December 1976 we should be level with the inputs—about 20 a day.

Most requesters to whom we send information accept what they get with good grace, but about one in four of those who did not get all they asked for comes back with an appeal. At the moment we have about 100 appeals before the CIA Information Review Committee, and another 30 which have moved up from there to the Federal Court of Judicial Review.

Chief, Information and Privacy Staff 25X1A

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One provision of the Act says that we are to waive search fees if a request "is in the public interest," and most requesters take this to mean that they are the public. Every search, whether it produces anything or not, costs us about \$120. Nearly 100 clerical and professional people are involved full time in servicing FOIA requests, and their salaries alone came to more than \$1,300,000 over the past year. Hitherto we have waived most fees, including \$1,200 in search fees for the Meeropole case--a stack of documents 1,800 pages thick, and still growing. But we are beginning to take a harder look at some cases. The writer who has asked for all documents concerning CIA involvement in the Congo, the Bay of Pigs, and the Mafia may be surprised at the size of his bill.

FOIA requests seem to be tapering off, but they are being replaced by a fresh flood of Privacy Act requests. Noah's deluge quit after 40 days and 40 nights. Ours seems to have settled down permanently. Anyone who sees a dove with an olive branch, please inform [redacted] Information & Privacy Staff. [redacted] 25X1A

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Intelligence Star

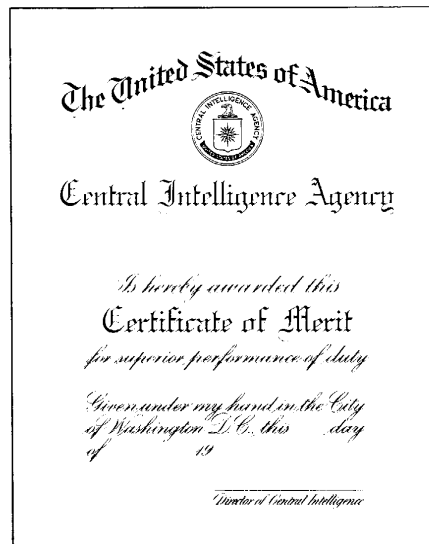


Intelligence Medal of Merit

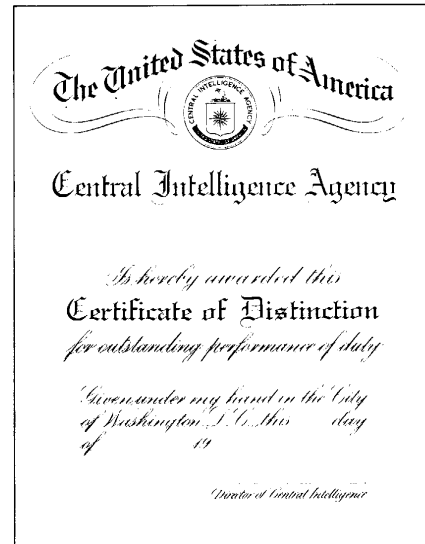


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Certificate of Merit



Certificate of Distinction



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WHATS WITH WATS

Beginning this Spring, direct customer access to WATS (Wide Area Telecommunications System) will be introduced into the Headquarters black telephone system.

It will no longer be necessary to place official, long distance calls through the Agency operator. By dialing a three-digit WATS prefix, the area code, and the seven digit telephone number, an official, long distance call can be direct dialed from any black extension through the Headquarters black telephone switch. This new procedure will result in significant savings on long distance tolls and security benefits not now available with the present, so called, "sterile phones."

A Headquarters notice will be issued several weeks prior to implementation advising all employees how to use the direct access system.

HOUSING CRUNCH

Future historians will have to confirm the figures, but right now the best estimate is that 27,000,000 people will visit Washington this Bicentennial year. This is ten million more than came here in 1974, the last year for which figures are available.

Why is the Agency concerned? Because if the estimates are correct, there will be a severe shortage of temporary housing, and the Agency must find housing for approximately 300 people a month. These people are applicants invited here for interviews and pre-employment processing. They also include new employees reporting for duty and employees returning from overseas on a TDY or PCS basis.

In addition to being in short supply, temporary housing will be expensive. Some hotels in the Rosslyn area have already raised their rates from \$29.00 to \$45.00 a day, single. These rates will be difficult enough for the employees to cope with because of the \$42.00 a day per diem rate in

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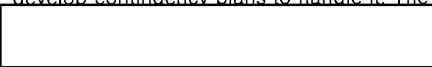
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Washington. It will be even tougher on applicants who receive a maximum of \$33.00 a day.

The Director of Personnel became concerned with this problem last summer and secured the approval of the DDA to form a committee to study the problem and to develop contingency plans to handle it. The

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OP, Chairman.

Several proposals developed by the committee have had to be discarded. For example, the committee first attempted to reserve in advance a block of motel rooms. The motels were not interested, operating on the theory of "charging all the traffic will bear", furthermore, legal considerations prohibit the Government from paying for a block of rooms.

After discarding many proposed solutions, the committee is focusing on two approaches.

The first is the issuance of a bulletin explaining the situation to employees and asking them to list vacant rooms for the use of applicants and employees. Even this solution is not free of problems. Presently, renting rooms without securing a license is against local housing codes; however, Montgomery County has just waived its law for this year and it is anticipated that most other local jurisdictions will do the same. But, there are legal problems in reimbursing employees who do rent rooms. The General Accounting Office is studying this problem and we hope for some relaxation of the present restrictions. In addition to an Employee Bulletin, a book dispatch has been prepared to advise overseas employees of the problem and urging them to have confirmed hotel reservations before coming to Washington.

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The second approach is to develop an alternate processing site for applicants. If this plan is approved, it will be implemented only if the housing shortage becomes so severe that it is impossible to obtain rooms. The alternate processing site is an Agency installation outside of Washington. Applicants would be bussed to the site, which includes adequate facilities for housing, eating, testing, medical examination, and administering the polygraph.

We hope the problem does not become acute, but plans have been made to lessen the impact should it develop.

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CONFERENCE CAMERA

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DDA Planning Team at [REDACTED] -

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IN CONCLUSION

You have just finished leafing through this first issue of EXCHANGE. What do you think of it?

Is there an article with which you disagree or which you think is incomplete? Set us straight with your side of the story.

Do you have any suggestions for improvement in format, illustrations, length of articles, etc? Thanks, but no centerfold.

Is there a subject which you would like to read about? Pass on your suggestions.

Do you have a manuscript or graphics on a subject of interest to EXCHANGE readers? Submit it.

How about any specific or general compliments? Air mail these.

The Senior Editor for your Office is listed on page 1. He will thank you for your contributions written or verbal—and your support. Only through feedback can we hone EXCHANGE to meet your interests. Please don't be shy about speaking up.

H. A. V.

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